

City of Saint Paul
Department of Safety and Inspections
March 2007

Goal:

Develop a comprehensive, strategic plan outlining the process steps for merging safety and inspection services throughout the City, creating the Department of Safety and Inspections.

Action Plan

(Roadmap for a Successful Merger)

Phase I: Assessing the Situation

- ☑ Select a Transition Manager for the DSI change process. Work to establish relationships of trust and credibility within the organization.
Responsible: Mayor's Office, DSI Director, and HR Director by March 15, 2007.
- ☑ Review historical data and documents to determine the current state of action taken, what concerns have arisen, and what has been proposed or adopted to date.
Responsible: Transition Manager for the change process by March 30, 2007.
- ☑ Identify the stakeholders for the change process and the role each of them plays.
Responsible: Transition Manager and DSI Management Team by March 10, 2007.
- ☑ Select a Departmental Project Manager(s) to assist the DSI Managers and the Transition Manager.
Responsible: DSI Department Director/Managers and the Transition Manager by March 22, 2007.
- ☑ Schedule meetings with the identified stakeholders to determine the level of concern and issues that need to be addressed as the change process begins. Lay out the general process for the stakeholders' future involvement.
Responsible: Director, Senior Management Team Members, and the Transition Manager together by April 15, 2007.
- ☑ Schedule and conduct Employee Focus Groups to solicit feedback from DSI employees before proceeding with the development of a Strategic Plan.
Responsible: Transition Manager with assistance from Robert Humphrey by April 15, 2007.
- ☑ Begin a "Best Practices" review to provide background for process mapping and process redesign.
Responsible: Designated Staff by June 30, 2007.
- ☑ Conduct a Customer Stakeholder Survey to determine what kind and level of service desired from DSI.
Responsible: Consultant by June 30, 2007.

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Phase II: Developing a Comprehensive, Strategic Plan

- ☒ Establish a Strategic Planning Team comprised of 5-7 individuals. The recommendation is that this Strategic Planning Team be the Senior Management Team.

Responsible: Transition Manager and Department Director by April 1, 2007.

- ☒ Work with the Strategic Planning Team to craft a strategic plan:

- Establish priorities and strategies.
- Develop a communication plan.
- Identify change management process steps, with priorities.
- Set forth Critical Success Factors for the merger.

Responsible: Senior Management Team and Transition Manager by May 30, 2007.

Phase III: Building Ownership

- ☒ Present the draft strategic plan to stakeholders; seek feedback and input.

Responsible: Transition Manager and Senior and DSI Management Team during June 2007.

- ☒ Finalize the DSI Strategic Plan and share final document with the stakeholders.

Responsible: DSI Director and Managers by July 15, 2007.

Phase IV: Implementing the Plan

- ☒ Develop Tactical/Implementation Plans for each of the DSI Divisions and the organization as a whole.

Responsible: DSI Management Team, with guidance from the Transition Manager and Senior Management Team members by August 30, 2007.

- ☒ Continue communicating and building relationships with the stakeholders as implementation continues.

Responsible: Department Director, Management Team Members, and Transition Team members - Ongoing.

- ☒ Take steps to implement a comprehensive plan, beginning with the highest priority, greatest impact issues.

Responsible: Designated Project Managers, Transition Team, and Senior Management – Ongoing.

Phase V: Evaluating Our Progress

- ☒ Establish Critical Success Factors for the merger as a component of the planning process; determine what methodology will be used to evaluate success.

Responsible: Senior Management, Transition Team, and Designated Project Managers – Ongoing.

- ☒ Decide how frequently the evaluation will be done.

Responsible: Senior Management, with guidance from the Transition Manager.